



FISCAL



**FISCAL  
SUMMARY**

<b>GENERAL FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
ASSESSOR/RECORDER/COUNTY CLERK	242	22,789,523	7,106,500	15,683,023	221
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	253	36,978,479	26,083,135	10,895,344	293
TOTAL GENERAL FUND		59,768,002	33,189,635	26,578,367	514
<b>SPECIAL REVENUE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Fund Balance</b>	<b>Staffing</b>
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	249	12,651,458	4,490,092	8,161,366	11
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	260	1,434,306	223,800	1,210,506	0
TOTAL SPECIAL REVENUE FUNDS		14,085,764	4,713,892	9,371,872	11



## ASSESSOR/RECORDER/COUNTY CLERK

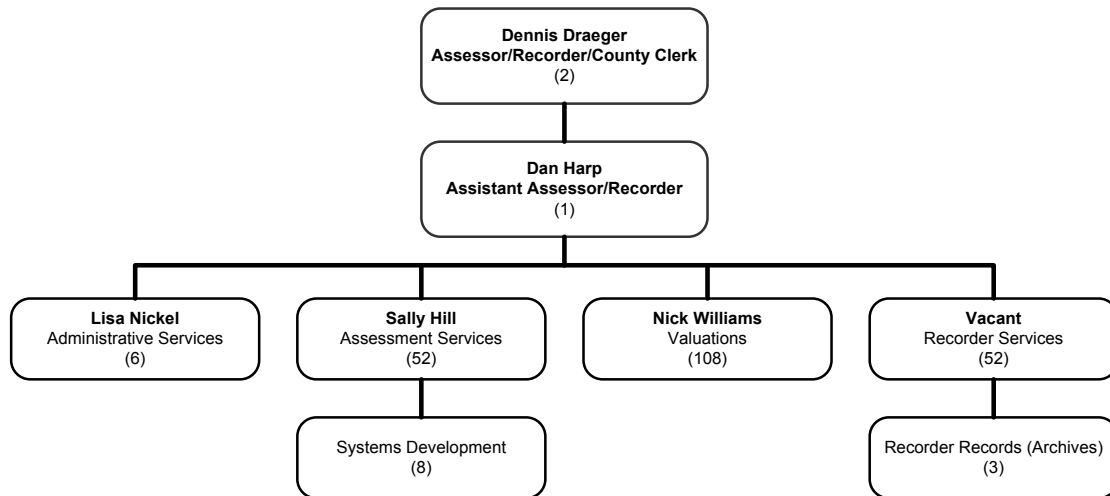
### Dennis Draeger

#### DEPARTMENT MISSION STATEMENT

*The Office of the Assessor/Recorder/County Clerk performs mandated assessment, recording and County Clerk functions for public benefit in a manner that is fair, informative, and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate County and state government.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Completed an equipment refresh project, replacing several obsolete servers, desktops, laptops, monitors and printers, providing for a more stable information technology environment.
- Imported over 200,000 imaged historical documents into the Assessor Property Information Management System (PIMS), providing improved access for all staff for parcel research purposes.
- Relocated the Hesperia district office to the first floor of the Jerry Lewis High Desert Government Center, providing better access for taxpayers.
- Updated the Department's fee schedule to accurately reflect costs for non-mandated services.
- Implemented several enhancements to business property processing in partnership with Information Services Department (ISD), including worksheets for audited and appealed costs, leased equipment processing and displaying of imaged records in PIMS.
- Implemented a benchmarking feature to the Assessor's automated system. This allows appraisers to group similar models in housing tracts for appraisal purposes. This will improve the annual review process required for parcels previously reduced in value under Proposition 8 Decline in Value.
- Implemented automated system changes to allow for multiple vendor processing of redaction, indexing and image services.
- Redesigned the Recorder/County Clerk - Archives internet site, providing more helpful information to customers. Improvements include fillable forms and online research of some records stored at the County Archives.
- Implemented system changes needed to allow agencies to submit documents for recording via the California e-Recording Transaction Network Authority (CeRTNA) system. CeRTNA allows agencies to use this single portal to record documents to multiple participating counties.
- Reconfigured existing workstations in the County Clerk section to accommodate ergonomic needs.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*

- Department Strategy:**
- *Establish a value for appraisable events by the close of the roll year to optimize tax revenues.*
  - *Process annual 571L Business Property Statements by the close of the roll year to optimize tax revenues.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage completed of appraisable events received to date in current roll year.*	99%	99%	97.8%	99%
Percentage completed of Business Property Statements filed by the annual deadline.	99.3%	99%	99.7%	99%

\*2012-13 Actual completion of appraisable events did not meet target due to increase in market values, properties with a reduced value under Prop 8 required more appraisal staff time to review and restore value as appropriate, creating a small backlog.

### COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS

- Objective(s):**
- *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

- Department Strategy:**
- *Process changes of ownership to ensure values are enrolled by the close of the roll year.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage completed of change of ownership documents received to date in current roll year.	95.5%	95.5%	99.9%	95.5%



**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Assessor/Recorder/County Clerk	22,789,523	7,106,500	15,683,023			221
Total General Fund	22,789,523	7,106,500	15,683,023			221
<b><u>Special Revenue Funds</u></b>						
Recorder Special Revenue Funds - Consolidated	12,651,458	4,490,092		8,161,366		11
Total Special Revenue Funds	12,651,458	4,490,092		8,161,366		11
<b>Total - All Funds</b>	35,440,981	11,596,592	15,683,023	8,161,366		232

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Assessor/Recorder/County Clerk	16,410,047	17,909,126	20,855,827	22,017,323	22,789,523
Systems Development (Fund SDW)	12,515,096	10,290,230	8,700,017	4,198,649	5,666,347
Vital Records (Fund SDX)	765,625	863,395	914,821	855,916	983,775
Electronic Recording (Fund SIW)	623,348	933,322	1,079,392	1,140,596	1,477,550
Recorder Records (Fund SIX)	1,306,567	1,488,363	1,545,280	1,286,217	1,470,371
Social Security Number Truncation (Fund SST)	1,164,482	1,564,602	2,031,420	2,443,968	3,053,415
<b>Total</b>	<b>32,785,165</b>	<b>33,049,038</b>	<b>35,126,757</b>	<b>31,942,669</b>	<b>35,440,981</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Assessor/Recorder/County Clerk	895,818	3,470,815	6,177,368	6,716,500	7,106,500
Systems Development (Fund SDW)	2,090,730	2,337,984	2,399,000	2,196,041	2,825,000
Vital Records (Fund SDX)	142,788	131,813	132,000	125,684	130,000
Electronic Recording (Fund SIW)	459,464	446,468	448,430	422,304	502,952
Recorder Records (Fund SIX)	467,341	451,670	445,454	418,907	504,160
Social Security Number Truncation (Fund SST)	492,707	490,121	479,052	451,983	527,980
<b>Total</b>	<b>4,548,848</b>	<b>7,328,871</b>	<b>10,081,304</b>	<b>10,331,419</b>	<b>11,596,592</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Assessor/Recorder/County Clerk	15,514,229	14,438,311	14,678,459	15,300,823	15,683,023
<b>Total</b>	<b>15,514,229</b>	<b>14,438,311</b>	<b>14,678,459</b>	<b>15,300,823</b>	<b>15,683,023</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Systems Development (Fund SDW)	10,424,366	7,952,246	6,301,017	2,002,608	2,841,347
Vital Records (Fund SDX)	622,837	731,582	782,821	730,232	853,775
Electronic Recording (Fund SIW)	163,884	486,854	630,962	718,292	974,598
Recorder Records (Fund SIX)	839,226	1,036,693	1,099,826	867,310	966,211
Social Security Number Truncation (Fund SST)	671,775	1,074,481	1,552,368	1,991,985	2,525,435
<b>Total</b>	<b>12,722,088</b>	<b>11,281,856</b>	<b>10,366,994</b>	<b>6,310,427</b>	<b>8,161,366</b>



Assessor/Recorder/County Clerk

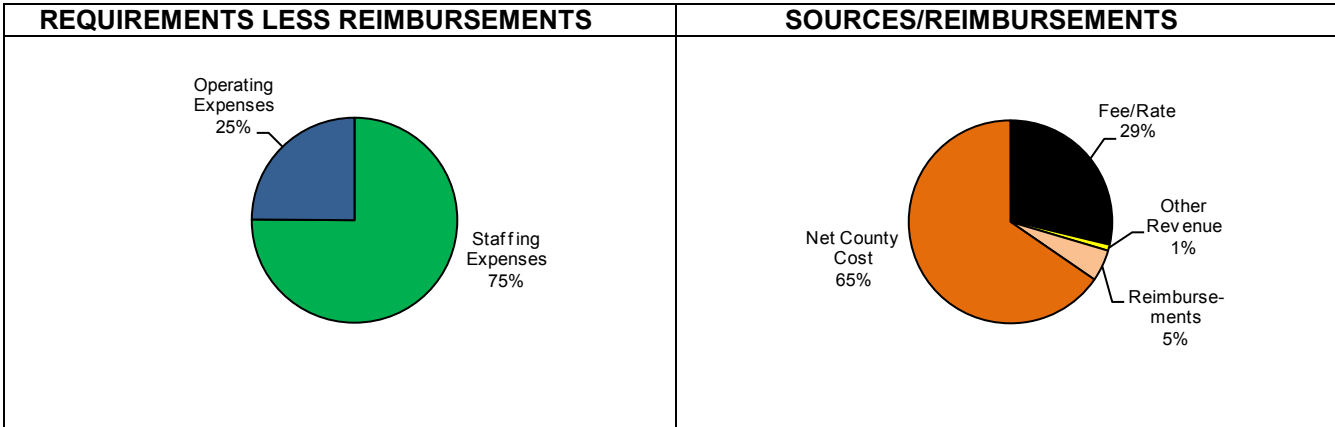
DESCRIPTION OF MAJOR SERVICES

Under California law, the Assessor/Recorder/County Clerk establishes a value for all locally taxable property including residential, commercial, business and personal property. The Assessor/Recorder/County Clerk’s Office maintains current records on approximately 753,322 parcels of real property, 31,544 business property accounts and 33,226 other assessments including boats, aircraft, and manufactured homes. The Assessor’s Office also administers property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions, as well as exclusions including parent-to-child and senior/disabled persons transfer of base year value.

Budget at a Glance	
Total Requirements	\$22,789,523
Total Sources	\$7,106,500
Net County Cost	\$15,683,023
Total Staff	221
Funded by Net County Cost	65%

The Valuations Division is responsible for real, personal, business and special property valuations and assessment appeals. District offices provide public assistance regarding questions of ownership, mailing addresses, parcel numbers and assessed values. The Assessment Services Division provides mapping, change of ownership, change of address, data entry services, public information services, and computer systems maintenance and development. The Administrative Services Division provides fiscal, payroll, mail services, and facility support. The Recorder Services Division accepts all documents for recording that comply with applicable recording laws. Official records are maintained evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Services Division is also responsible for County Archives and County Clerk functions. County Archives maintains historical records for the County. County Clerk maintains records as they relate to vital statistics, fictitious business names, and other records that are required by the State to be filed with the County Clerk.

2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS				
	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted
Authorized Positions				
Regular	216	216	216	221
Limited Term	0	0	0	0
Total	216	216	216	221
Staffing Expenses	\$16,067,105	\$17,642,653	\$17,191,081	\$18,017,420

5-YEAR STAFFING TREND				
2009-10	2010-11	2011-12	2012-13	2013-14
178	238	216	216	221

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Fiscal  
DEPARTMENT: Assessor/Recorder/County Clerk  
FUND: General

BUDGET UNIT: AAA ASR  
FUNCTION: General  
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	13,433,612	14,672,925	16,065,032	16,374,853	17,191,081	18,017,420	826,339
Operating Expenses	2,974,435	3,207,612	6,258,025	5,626,983	5,765,009	5,968,722	203,713
Capital Expenditures	0	67,807	42,493	42,332	61,000	0	(61,000)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	16,408,047	17,948,344	22,365,550	22,044,168	23,017,090	23,986,142	969,052
Reimbursements	0	(39,553)	(1,574,366)	(294,570)	(1,040,767)	(1,203,619)	(162,852)
Total Appropriation	16,408,047	17,908,791	20,791,184	21,749,598	21,976,323	22,782,523	806,200
Operating Transfers Out	0	0	45,000	39,952	41,000	7,000	(34,000)
Total Requirements	16,408,047	17,908,791	20,836,184	21,789,550	22,017,323	22,789,523	772,200
<b>Sources</b>							
Taxes	53,006	24,875	17,667	21,462	16,500	10,000	(6,500)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	514,358	3,220,307	5,946,068	7,293,110	6,463,000	6,902,000	439,000
Other Revenue	328,454	225,669	214,607	273,254	237,000	194,500	(42,500)
Total Revenue	895,818	3,470,851	6,178,342	7,587,826	6,716,500	7,106,500	390,000
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	895,818	3,470,851	6,178,342	7,587,826	6,716,500	7,106,500	390,000
Net County Cost	15,512,229	14,437,940	14,657,842	14,201,724	15,300,823	15,683,023	382,200
Budgeted Staffing					216	221	5

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$18.0 million represent the majority of this budget unit and fund 221 budgeted regular positions. Operating expenses consist primarily of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System (PIMS). Reimbursements of \$1.2 million are primarily from the Recorder special revenue funds for administrative costs. Sources of \$7.1 million include fees for recording and County Clerk services, special assessments, transfers of ownership, and data sales.





## BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing by \$826,339 primarily as a result of the addition of new positions and increases in retirement and other benefit costs. Operating expenses are increasing by \$203,713 primarily due to Application Development Maintenance and Support costs now being budgeted directly in the Department and new annual maintenance of a proprietary software system, partially offset by a decrease in computer hardware expenses due to the completion of the equipment refresh project. Reimbursements are increasing by \$162,852 primarily due to increased administrative costs reimbursed from Recorder special revenue funds. Sources are increasing by \$390,000 as a result of anticipated increases in the volume of recorded documents.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$18.0 million fund 221 budgeted regular positions. The 2013-14 budget includes a net increase of 5 positions. Staffing changes are as follows:

- Assessment Appeals: Reclassification of 5 Appraiser IIIs and 1 Auditor-Appraiser III to Appraiser IVs to recognize the complex and specialized nature of appeals work, and the addition of 2 Appraiser IVs, which will ensure that appeals are completed within the statutory timeframe.
- Assessor-Big Bear District: Addition of 1 Appraiser II and 1 Office Assistant III, which will serve to expand public office hours in this district office.
- Assessor-Transfers: Addition of 1 Title Transfer Technician I, which is necessary to process the increase in property transfer documents that have resulted from the improvement in the housing market. Deletion of 1 Office Assistant II, as this position does not meet the current needs of the Department.
- Assessor-Data Systems: Addition of 1 Automated Systems Technician, which will enable the unit to meet the current demand for services and prevent delays in restoring users to full production capacity.
- Recorder: Addition of 1 Lead Legal Document Classifier and 2 Legal Document Classifier IIs, which will reduce wait time for customers and provide better oversight of Recorder staff. Deletion of 1 Secretary I, as this position does not meet the current needs of the Department.
- Mapping: Deletion of 2 Cadastral Drafting Technician Is, as these positions do not meet the current needs of the Department.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management and Administrative Services	8	0	8	8	0	0	8
Assessment Services	52	0	52	48	2	2	52
Valuations	108	0	108	97	7	4	108
Recorder Services	53	0	53	45	5	3	53
Total	221	0	221	198	14	9	221

**Management and Administrative Services**Classification

- 1 Assessor/Recorder
- 1 Assistant Assessor/Recorder
- 1 Executive Secretary III
- 1 Administrative Supervisor II
- 1 Staff Analyst II
- 1 Staff Analyst I
- 1 Payroll Specialist
- 1 Fiscal Assistant
- 8 Total

**Assessment Services**Classification

- 1 Chief of Assessment Services
- 1 Supervising Office Specialist
- 2 Supervising Office Assistant
- 1 Office Specialist
- 13 Office Assistant III
- 3 Office Assistant II
- 1 Supv Title Trans Technician II
- 1 Supv Title Transfer Technician I
- 3 Title Transfer Technician II
- 15 Title Transfer Technician I
- 1 Cadastral Services Supervisor
- 1 Cadastral Drafting Technician III
- 2 Cadastral Drafting Technician II
- 1 Cadastral Drafting Technician I
- 1 Business Systems Analyst III
- 1 Business Systems Analyst II
- 2 Automated Systems Analyst I
- 2 Automated Systems Technician
- 52 Total

**Valuations**Classification

- 1 Chief Appraiser
- 3 Principal Appraiser
- 8 Supervising District Appraiser
- 8 Appraiser IV
- 5 Appraiser III
- 11 Appraiser II
- 30 Appraiser I
- 13 Appraisal Technician
- 2 Supervising Auditor Appraiser
- 1 Auditor-Appraiser III
- 9 Auditor-Appraiser II
- 16 Office Assistant III
- 1 Office Assistant II
- 108 Total

**Recorder Services**Classification

- 1 County Clerk
- 1 Chief Deputy Recorder
- 1 Staff Analyst I
- 2 Legal Document Coordinator
- 2 Legal Document Supervisor
- 3 Lead Legal Document Classifier
- 23 Legal Document Classifier II
- 15 Legal Document Classifier I
- 1 Accountant II
- 2 Fiscal Assistant
- 1 Office Assistant III
- 1 Office Assistant II
- 53 Total



## Recorder Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Systems Development** was established to support, maintain and modernize the creation, retention and retrieval of information in the County's system of recorded documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

#### Budget at a Glance

Total Requirements	\$12,651,458
Total Sources	\$4,490,092
Fund Balance	\$8,161,366
Use of Fund Balance	\$2,429,391
Total Staff	11

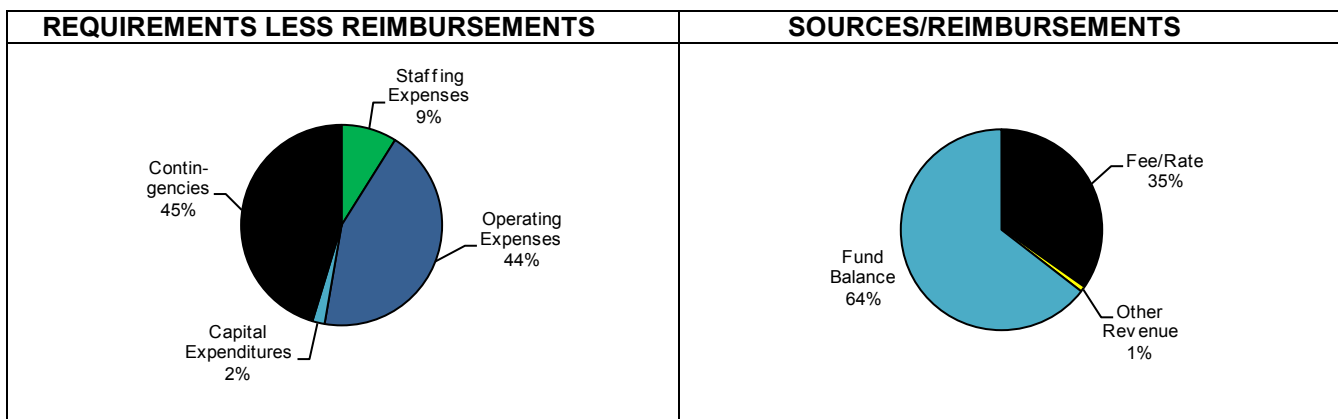
**Vital Records** was established to support vital records operation and retention, including the improvement and automation of vital records systems. Sources include fees collected for certified copies of vital statistics records pursuant to Health and Safety Code Section 10605.3. There is no staffing associated with this budget unit.

**Electronic Recording** was established by Government Code Section 27279.1 to authorize the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California counties to accept electronic transmission of recordable documents subject to regulation set forth by the Attorney General. In 2007, the Board approved a joint powers agreement (JPA) for the California e-Recording Transaction Network Authority (CeRTNA). This budget unit was established to support participation in the JPA. Sources include fees collected pursuant to Government Code Section 27397 regarding electronic recording delivery systems such as official records evidencing ownership and encumbrances of real and personal property, and other miscellaneous records. There is no staffing associated with this budget unit.

**Recorder Records** was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

**Social Security Number Truncation** was established to defray the cost of implementing Government Code Section 27301 which requires local governments to truncate the first five digits of social security numbers (SSN) that appear in records that may be disclosed to the public. The law requires the Recorder to implement the SSN truncation program for all records back to 1980. The primary service provided by this budget unit is the review of all recorded documents, flagging of high-value personal information, truncation of the first five digits of the SSN, and the creation of a separate index and images for public view. Phase 1 began with all the documents recorded since January 2009. Phase 2 will require a professional services contract for the documents from 1980 through 2007. The index and images of the original recorded documents will be maintained in their entirety. Sources include fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Authorized Positions									
Regular	4	12	12	11					
Limited Term	0	0	0	0					
Total	4	12	12	11					
Staffing Expenses	\$275,068	\$1,240,720	\$1,240,720	\$1,128,911					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Fiscal  
DEPARTMENT: Assessor/Recorder/County Clerk  
FUND: Recorder Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	1,730,575	258,535	275,068	1,001,309	1,240,720	1,128,911	(111,809)
Operating Expenses	3,262,916	3,908,584	3,820,113	1,778,536	4,647,029	5,540,572	893,543
Capital Expenditures	267,995	24,460	12,173	57,022	222,057	250,000	27,943
Contingencies	0	0	0	0	3,880,608	5,731,975	1,851,367
Total Exp Authority	5,261,486	4,191,579	4,107,354	2,836,867	9,990,414	12,651,458	2,661,044
Reimbursements	0	(6,564)	(118,732)	0	(65,068)	0	65,068
Total Appropriation	5,261,486	4,185,015	3,988,622	2,836,867	9,925,346	12,651,458	2,726,112
Operating Transfers Out	0	600,919	4,000,000	0	0	0	0
Total Requirements	5,261,486	4,785,934	7,988,622	2,836,867	9,925,346	12,651,458	2,726,112
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	3,659,566	3,753,003	3,804,794	4,517,817	3,527,831	4,400,000	872,169
Other Revenue	108,539	105,125	92,356	103,089	87,088	90,092	3,004
Total Revenue	3,768,105	3,858,128	3,897,150	4,620,906	3,614,919	4,490,092	875,173
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	3,768,105	3,858,128	3,897,150	4,620,906	3,614,919	4,490,092	875,173
Fund Balance					6,310,427	8,161,366	1,850,939
Budgeted Staffing					12	11	(1)



**DETAIL OF 2013-14 ADOPTED BUDGET**

	2013-14			
	Requirements	Sources	Fund Balance	Staffing
<b><u>Special Revenue Funds</u></b>				
Systems Development (Fund SDW)	5,666,347	2,825,000	2,841,347	8
Vital Records (Fund SDX)	983,775	130,000	853,775	0
Electronic Recording (Fund SIW)	1,477,550	502,952	974,598	0
Recorder Records (Fund SIX)	1,470,371	504,160	966,211	3
Social Security Number Truncation (Fund SST)	3,053,415	527,980	2,525,435	0
Total Special Revenue Funds	12,651,458	4,490,092	8,161,366	11

**Systems Development** includes approximately \$5.7 million in requirements to fund 8 positions, costs for document indexing/imaging, computer hardware, software and associated maintenance, and includes approximately \$1.6 million in budgeted contingencies. Sources of approximately \$2.8 million are from Recorder modernization fees.

**Vital Records** includes approximately \$1.0 million in requirements to fund computer software, printing and other professional services, and includes approximately \$0.8 million in budgeted contingencies. Sources of \$130,000 are from vital and health statistic fees.

**Electronic Recording** includes approximately \$1.5 million in requirements for computer hardware and CeRTNA related expenses, and includes approximately \$0.9 million in budgeted contingencies. Sources of \$502,952 are from electronic recording fees and anticipated interest earnings.

**Recorder Records** includes approximately \$1.5 million in requirements for staffing expenses to fund 3 positions, costs associated with preservation efforts, and includes approximately \$0.7 in budgeted contingencies. Sources of \$504,160 are from records fees and anticipated interest earnings.

**Social Security Number Truncation** includes approximately \$3.1 million in requirements to fund the cost of truncating records as required by law, and includes approximately \$1.7 million in budgeted contingencies. Sources of \$527,980 are from redaction fees and anticipated interest earnings.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by approximately \$2.7 million primarily due to an increase in contingencies, increases in computer hardware, software and associated maintenances and the purchase of servers in the Systems Development budget unit, and a professional services contract to truncate records as required by law. These increases are partially offset by decreased staffing expenses due to the elimination of one position in the Recorder Records budget unit.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.1 million fund 11 budgeted regular positions. The 2013-14 budget includes the addition of 1 Automated Systems Analyst II and the deletion of 1 Business Systems Analyst III in the Systems Development budget unit, as well as the deletion of 1 Archives Analyst in the Recorder Records budget unit. These actions eliminate positions that do not meet the current needs of the Department and provide a new position that will enable the IT staff to more proactively meet the needs of the computer system.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Systems Development	8	0	8	7	0	1	8
Recorder Records	3	0	3	3	0	0	3
Total	11	0	11	10	0	1	11

**Systems Development**Classification

- 1 Business Applications Manager
- 2 Programmer Analyst III
- 1 Automated Systems Analyst II
- 3 Automated Systems Analyst I
- 1 Automated Systems Technician
- 8 Total

**Recorder Records**Classification

- 1 Archives Program Administrator
- 1 Archives Technician
- 1 Storekeeper
- 3 Total



## AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

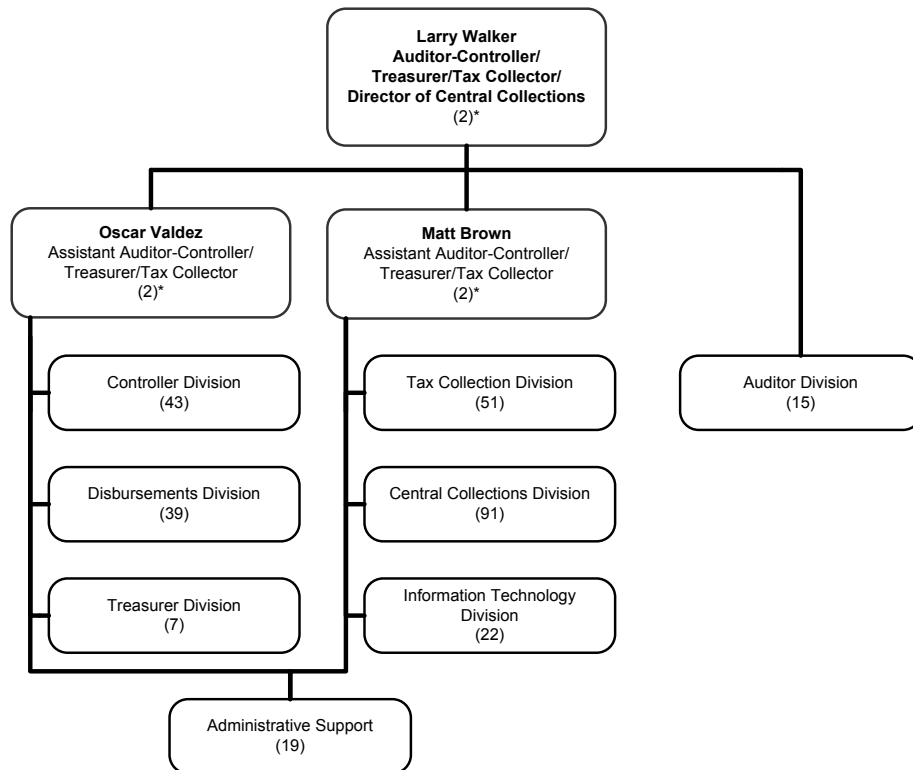
### Larry Walker

#### DEPARTMENT MISSION STATEMENT

*The Office of the Auditor-Controller/Treasurer/Tax Collector processes, safeguards, and provides information regarding County financial activities, manages the County treasury pool, collects and distributes property taxes and other obligations owed to County agencies and courts with integrity, independent judgment, and courteous, outstanding service that is accessible to citizens, businesses, and other public agencies. We are accurate, fair, timely and innovative in the use of technology to enhance services throughout the County.*



#### ORGANIZATIONAL CHART



\*Includes one secretary position

#### 2012-13 ACCOMPLISHMENTS

- In addition to apportioning property taxes to approximately 600 taxing entities Countywide, the Auditor-Controller/Treasurer/Tax Collector (ATC) now manages and calculates approximately 1,515 pass-through agreement payments on behalf of 26 countywide successor agencies. During the past year, ATC has worked diligently with various State Departments, Successor Agencies and Affected Taxing Entities to implement Redevelopment Agency dissolution legislation.
- During the past year, ATC has worked diligently with County School Districts and the County Office of Education to improve school district financings in order to reduce financing costs for districts and taxpayers.



**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES****COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

**Objective(s):** • *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*

**Department Strategy:** • *Maintain the financial accounting system in accordance with Generally Accepted Accounting Standards and the Government Finance Officers Association (GFOA) to achieve the highest standards in government accounting and financial reporting.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes

**COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES**

**Objective(s):** • *Develop a closer working relationship with cities, tribes and other governmental agencies.*

**Department Strategy:** • *Complete the final property tax apportionment by the third week following the end of the fiscal year.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of apportionments completed by the third week of the following fiscal year.	100%	100%	100%	100%

**COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER**

**Objective(s):** • *Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.*

**Department Strategy:** • *Maintain the highest possible credit rating for the County investment pool.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
County investment pool rating.	Moody's - Aaa*, S&P - AA+s*, and Fitch - AAA	Fitch - AAA	Fitch - AAA	Fitch - AAA

\*Ratings effective through March 31, 2012. During 2011-12, the County made the decision to terminate the rating contracts with Moody's and Standard and Poor's for a cost savings of \$60,000 annually.

**Department Strategy:** • *Increase marketing, advertising and outreach to improve awareness of the annual Tax Sale and collect defaulted secured property taxes.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Percentage of secured property taxes recovered through tax sale process.	N/A	N/A	50%	50%





**SUMMARY OF BUDGET UNITS**

	2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
Auditor-Controller/Treasurer/Tax Collector	36,978,479	26,083,135	10,895,344			293
Total General Fund	36,978,479	26,083,135	10,895,344			293
<b><u>Special Revenue Fund</u></b>						
Redemption Restitution Maintenance	1,434,306	223,800		1,210,506		0
Total Special Revenue Fund	1,434,306	223,800		1,210,506		0
<b>Total - All Funds</b>	38,412,785	26,306,935	10,895,344	1,210,506		293

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Auditor-Controller/Treasurer/Tax Collector	38,143,630	34,607,550	32,441,654	36,599,126	36,978,479
Redemption Restitution Maintenance	180,350	182,140	973,709	1,059,419	1,434,306
<b>Total</b>	<b>38,323,980</b>	<b>34,789,690</b>	<b>33,415,363</b>	<b>37,658,545</b>	<b>38,412,785</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Auditor-Controller/Treasurer/Tax Collector	23,918,402	24,126,528	23,124,508	27,026,066	26,083,135
Redemption Restitution Maintenance	2,587	1,790	791,562	85,800	223,800
<b>Total</b>	<b>23,920,989</b>	<b>24,128,318</b>	<b>23,916,070</b>	<b>27,111,866</b>	<b>26,306,935</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Auditor-Controller/Treasurer/Tax Collector	14,225,228	10,481,022	9,317,146	9,573,060	10,895,344
<b>Total</b>	<b>14,225,228</b>	<b>10,481,022</b>	<b>9,317,146</b>	<b>9,573,060</b>	<b>10,895,344</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Redemption Restitution Maintenance	177,763	180,350	182,147	973,619	1,210,506
<b>Total</b>	<b>177,763</b>	<b>180,350</b>	<b>182,147</b>	<b>973,619</b>	<b>1,210,506</b>



## Auditor-Controller/Treasurer/Tax Collector

### DESCRIPTION OF MAJOR SERVICES

The Office of the Auditor-Controller/Treasurer/Tax Collector (ATC) is responsible for providing the County and its constituents with a variety of accounting, collections, and investment services.

The Controller Division records the collections and performs the accounting, reporting, and claims of all County financial activities to ensure sound financial management. It is also responsible for the compilation of property tax rates, developing and implementing accounting systems and standards, administering the Countywide Cost Allocation Plan and managing and calculating pass-through agreement payments on behalf of Countywide successor agencies relating to the dissolution of Redevelopment Agencies. The Disbursements Division is responsible for vendor payments, payroll services and revenue disbursements to taxing agencies.

The Treasurer Division performs the County's treasury function including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of \$3.5 - \$4.9 billion. The Tax Collector Division collects property taxes for all County taxing entities which amounted to a little over \$2.1 billion in property taxes and other fees in 2012-13.

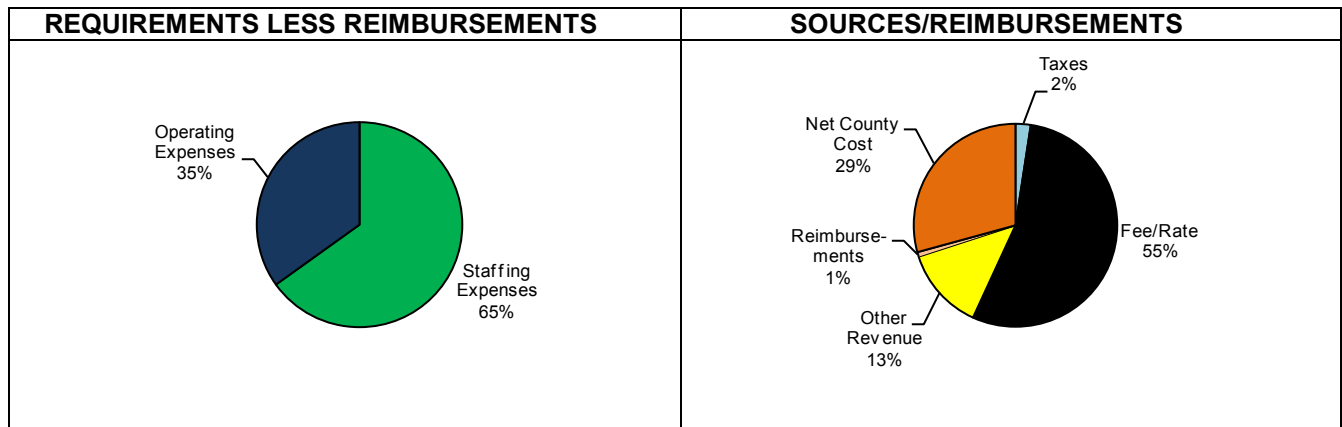
The Central Collections Division provides collection services for the County, collecting nearly \$58 million for the year ending June 30, 2013, including collection of court-ordered payments and Arrowhead Regional Medical Center's delinquent accounts receivable.

The Auditor Division performs operational and financial audits of departments, agencies and special districts, evaluates internal controls for operational improvement, and operates the Fraud, Waste and Abuse Hotline.

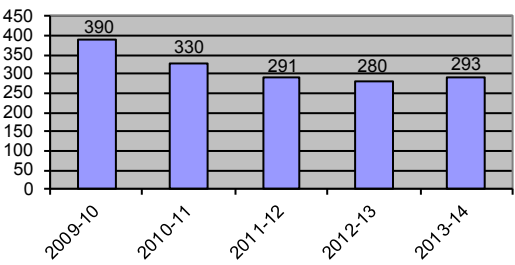
#### Budget at a Glance

Total Requirements	\$36,978,479
Total Sources	\$26,083,135
Net County Cost	\$10,895,344
Total Staff	293
Funded by Net County Cost	29%

### 2013-14 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
	2011-12	2012-13	2012-13	2013-14					
Authorized Positions	Final	Adopted	Final	Adopted					
Regular	288	282	277	278					
Limited Term	3	3	3	15					
Total	291	285	280	293					
Staffing Expenses	\$22,181,622	\$24,178,495	\$23,797,675	\$24,151,265					

**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Fiscal  
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector  
FUND: General

BUDGET UNIT: AAA ATX  
FUNCTION: General  
ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	24,458,313	24,350,111	22,181,622	22,511,394	23,797,675	24,151,265	353,590
Operating Expenses	13,826,130	11,778,908	11,296,625	10,365,981	13,254,280	12,958,514	(295,766)
Capital Expenditures	8,691	92,306	55,963	89,777	100,000	140,000	40,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	38,293,134	36,221,325	33,534,210	32,967,152	37,151,955	37,249,779	97,824
Reimbursements	(1,430,338)	(1,614,279)	(1,258,293)	(275,419)	(552,829)	(271,300)	281,529
Total Appropriation	36,862,796	34,607,046	32,275,917	32,691,733	36,599,126	36,978,479	379,353
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	36,862,796	34,607,046	32,275,917	32,691,733	36,599,126	36,978,479	379,353
<b>Sources</b>							
Taxes	442,760	307,060	0	386,920	910,000	895,000	(15,000)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	216,455	90,018	136,501	153,632	150,481	33,081	(117,400)
Fee/Rate	19,717,110	18,347,152	18,108,328	19,472,244	19,904,937	20,267,571	362,634
Other Revenue	2,999,989	5,382,219	4,880,121	4,887,853	6,060,648	4,887,483	(1,173,165)
Total Revenue	23,376,314	24,126,449	23,124,950	24,900,649	27,026,066	26,083,135	(942,931)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	23,376,314	24,126,449	23,124,950	24,900,649	27,026,066	26,083,135	(942,931)
Net County Cost	13,486,482	10,480,597	9,150,967	7,791,084	9,573,060	10,895,344	1,322,284
Budgeted Staffing					280	293	13

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Staffing expenses of \$24.2 million represent the majority of expenditures in this budget unit and fund 293 budgeted positions, of which 278 are regular positions and 15 are limited term positions. These expenses are necessary to provide accounting, collections, and investment services to County departments and constituents. Sources primarily represent fee/rate and cost-reimbursement revenue generated by services provided.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements have increased by \$379,353 primarily due to increased staffing expenses, including increased retirement and other benefit costs, as well as increased operating expenses, including Application Development Maintenance and Support costs of \$1.5 million now being budgeted directly in the Department. These increases are offset by a reduction of \$1.1 million in Countywide Treasury banking fees, COWCAP charges, and other cost savings. Although tax sale revenues are expected to increase because of the large number of parcels available for sale in 2013-14, overall sources are decreasing by \$942,931 due to the elimination of the Treasury banking fee expense and corresponding revenue.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$24.2 million fund 293 budgeted positions of which 278 are regular positions and 15 are limited term positions. The 2013-14 budget includes a net increase of 13 positions, consisting of the addition of 1 Automated Systems Analyst II to help manage IT infrastructure, 10 Public Service Employees for ATC's summer internship program, and 2 Public Service Employees to provide support and assistance to meet the increased seasonal workload demands of ATC's Controller Division. In addition, 1 Supervising Accounting Technician position will be added, offset by the deletion of 1 Supervising Fiscal Specialist and 1 Office Assistant III position will be added, offset by the deletion of 1 Office Assistant II position to better meet the needs of the department.

Finally, the budget includes the reclassification of 1 Office Assistant II to an Office Assistant III, as well as 1 Assistant Auditor-Controller/Treasurer/Tax Collector to Auditor-Controller Division Chief to reflect the actual duties performed.



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Management	6	0	6	6	0	0	6
Administrative Support	9	10	19	9	0	10	19
Information Technology Division	22	0	22	21	0	1	22
Auditor Division	15	0	15	14	1	0	15
Controller Division	41	2	43	35	6	2	43
Disbursements Division	37	2	39	38	1	0	39
Treasurer Division	7	0	7	7	0	0	7
Tax Collection Division	50	1	51	46	3	2	51
Central Collections Division	91	0	91	78	13	0	91
<b>Total</b>	<b>278</b>	<b>15</b>	<b>293</b>	<b>254</b>	<b>24</b>	<b>15</b>	<b>293</b>

<b>Management</b>	<b>Administrative Support</b>	<b>Information Technology Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Elected Auditor-Controller/Treasurer/ Tax Collector	1 Administrative Supervisor I	1 Departmental IS Administrator
2 Assistant ATC	1 Special Projects Administrator	1 Office Assistant III
3 Executive Secretary III	1 ATC Building Coordinator	2 Business Applications Manager
6 Total	1 Accountant III	2 Business Systems Analyst III
	1 Payroll Specialist	2 Department Systems Engineer
	1 Fiscal Specialist	4 Programmer Analyst III
	2 Office Assistant III	1 Programmer III
	1 Office Assistant II	3 Automated Systems Analyst II
	10 Public Service Employee	3 Automated Systems Analyst I
	19 Total	3 Automated Systems Technician
		22 Total
<b>Auditor Division</b>	<b>Controller Division</b>	<b>Disbursements Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Auditor-Controller Division Chief	1 Auditor-Controller Division Chief	1 Auditor-Controller Division Chief
1 Secretary I	1 Secretary I	1 Secretary I
1 Auditor-Controller Manager	3 Auditor-Controller Manager	2 Auditor-Controller Manager
2 Supervising Internal Auditor III	3 Supervising Accountant III	1 Supervising Accountant III
1 Internal Auditor IV	1 Supervising Accounting Technician	1 Supervising Accountant II
6 Internal Auditor III	2 Systems Accountant III	3 Sup ATC Payroll Technician
2 Accountant III	5 Systems Accountant II	1 Systems Accountant II
1 Accounting Technician	1 Internal Auditor III	2 Accountant III
15 Total	10 Accountant III	1 Accounting Technician
	5 Accountant II	5 ATC Payroll Technician
	4 Accounting Technician	3 Fiscal Specialist
	2 Fiscal Specialist	5 Fiscal Assistant
	3 Fiscal Assistant	10 Office Assistant III
	2 Public Service Employee	1 Office Assistant II
	43 Total	2 Public Service Employee
		39 Total
<b>Treasurer Division</b>	<b>Tax Collection Division</b>	<b>Central Collections Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Cash Manager/Investment Officer	1 Auditor-Controller Division Chief	1 Director of Central Collections
1 Assistant Cash Mngr/Invstmnt Officer	1 Secretary	1 Chief Central Collections
2 Investment Analyst	1 Tax Collection Manager	1 Secretary II
1 Treasurer Office Manager	1 Tax Collector Accounting Manager	1 Auditor-Controller Manager
1 Accounting Technician	1 Tax Sale Manager	1 Chief Collections Supervisor
1 Fiscal Assistant	1 Supervising Accounting Technician	2 Supervising Accountant II
7 Total	7 Collections Officer	2 Accountant III
	5 Accounting Technician	6 Supervising Collections Officer
	3 Supervising Office Assistant	1 Supervising Fiscal Specialist
	3 Fiscal Specialist	54 Collections Officer
	9 Fiscal Assistant	2 Accounting Technician
	8 Office Assistant III	1 Fiscal Specialist
	10 Office Assistant II	5 Fiscal Assistant
	51 Total	2 Office Assistant III
		11 Office Assistant II
		91 Total



Redemption Restitution Maintenance

DESCRIPTION OF MAJOR SERVICES

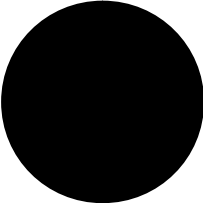
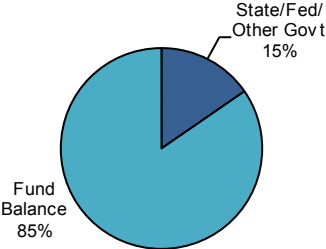
The Redemption Restitution Maintenance budget unit consists of revenue received from tax sales and revenue received from the State of California for the Victim Restitution Rebate.

Redemption Maintenance accounts for revenue received from tax sales to defray the costs of maintaining the redemption and tax defaulted files, and the costs of administering and processing the claims for excess tax sale proceeds. Revenue includes unclaimed excess tax sale proceeds collected pursuant to Revenue and Taxation Code 4674.

Restitution Maintenance accounts for rebate revenue received from the State of California for collecting and submitting Victim Restitution funds timely to the State, per Government Code 13963(f). Additionally, the rebate revenue received shall be used for furthering collection efforts.

Budget at a Glance	
Total Requirements	\$1,434,306
Total Sources	\$223,800
Fund Balance	\$1,210,506
Use of Fund Balance	\$0
Total Staff	0

2013-14 ADOPTED BUDGET

REQUIREMENTS LESS REIMBURSEMENTS	SOURCES/REIMBURSEMENTS
 <p>Contingencies 100%</p>	 <p>Fund Balance 85%</p> <p>State/Fed/ Other Govt 15%</p>

FISCAL



**ANALYSIS OF 2013-14 ADOPTED BUDGET**

GROUP: Fiscal  
 DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector  
 FUND: Redemption Restitution Maintenance

BUDGET UNIT: SDQ TTX  
 FUNCTION: General  
 ACTIVITY: Finance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	269,219	0	(269,219)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	790,200	1,434,306	644,106
Total Exp Authority	0	0	0	0	1,059,419	1,434,306	374,887
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	1,059,419	1,434,306	374,887
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	1,059,419	1,434,306	374,887
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	790,562	233,744	0	220,000	220,000
Fee/Rate	0	0	0	0	85,000	0	(85,000)
Other Revenue	2,587	1,797	910	3,143	800	3,800	3,000
Total Revenue	2,587	1,797	791,472	236,887	85,800	223,800	138,000
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	2,587	1,797	791,472	236,887	85,800	223,800	138,000
Fund Balance					973,619	1,210,506	236,887
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET**

Sources of \$223,800 represent \$220,000 in Victim Restitution Rebate revenue and \$3,800 in anticipated interest earnings.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Overall requirements have increased by \$374,887 due to increased budgeted contingencies resulting from the anticipation of a one-time increase in tax sale revenue for 2013-14, therefore the reimbursement to the Auditor-Controller/Treasurer/Tax Collector's general fund for work related to the processing of excess tax sale proceeds will not be needed in 2013-14. Overall sources have increased by \$138,000 primarily due to the addition of Victim Restitution Rebate Revenue to this budget unit and an increase in anticipated interest earnings, offset by a decrease in revenue collected from unclaimed excess tax sale proceeds.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



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